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Kator Retires—Lowell Appointed

After 33 years of Federal service, Irving Kator, Assistant Executive Director of the Civil Service Commission and overall coordinator of the Government-wide Equal Employment Opportunity Program has retired and has become a practicing attorney in Washington, D.C. Named as his successor is Joseph W. Lowell, Jr., formerly deputy director of the Bureau of Training at the Commission.

Kator came to the Commission in 1955. He was a key member of the Health Benefits Task Force that installed the new Federal Employees Health Benefits Program in 1960. He served as assistant chief of the Contracts and Instructions Division and as assistant to the director of the Bureau of Retirement and Insurance.

Kator was awarded the Commissioners' Award for Distinguished Service in 1968 for his role in the improved service program and establishment of the first one-stop Federal Information Centers.

Lowell assumed responsibility for coordinating the Government-wide Equal Employment Opportunity Program, including the Federal Women's Program and the Spanish Speaking Program, on July 21.

Irving Kator

Joseph Lowell, Jr.

In announcing the new appointment, CSC Chairman Robert E. Hampton said, "Mr. Lowell's outstanding experience, ability, and achievements in program management and employee training coupled with his long interest and involvement in equal employment opportunity, will enable the Commission to build effectively on the pioneering efforts of Irving Kator that have helped to make the Government a leader among the country's large employers."

Lowell joined the Commission in 1962 as associate director of the ADP Management Training Center, following seven years of civilian service in the National Security Agency, where he specialized in employee training. In 1965 he became director of the ADP Management Training Center and in 1969 was appointed director of the Commission's Office of Management Analysis and Audits. He became deputy director of the Bureau of Training in 1970.

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EEO Spotlight

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17% of GS Held by Minorities

During the period May 1973 to May 1974 minorities accounted for sixty-four percent of the total increase in non-postal Federal employment, according to the Civil Service Commission's most recent survey. Of the net increase of 19,982 persons, 12,665 were minority. The most significant increases in minority employment occurred in the white-collar schedules in which the number and percentage of higher level positions held by minorities also increased.

The gains reflect continuation of increases in minority employment since the issuance of Executive Order 11478 on equal opportunity in 1969 and the enactment of the Equal Employment Opportunity Act in March 1972. Including the Postal Service, minorities held 21 percent of all full-time Federal jobs in May 1974.

The survey showed that Blacks held 14.6 percent of all non-postal Federal jobs in May 1974, up from 14.3 percent in May 1973, with an increase of 9,314 positions during the one-year period. Spanish-speaking employment increased by 3,560 jobs during the period, rising from 3.2 to 3.4 percent of total non-postal jobs. American Indian employment and Oriental American employment remained at the same percentage levels of 1 percent and 0.9 percent respectively.

Total Federal non-postal employment in 1973 was 1,854,557 with minorities in 359,859 positions. In 1974 the Federal non-postal employment figure reached 1,874,539 with minorities in 372,524 positions. Total Postal Service employment statistics for 1974 reached 558,946 with minorities holding 137,537 positions. These figures reflect Government-wide data on full-time Federal employment as of May 31, 1974.

A full report on minority group employment will be published by the Commission and will include

(Continued on page 2)

NASA Holds FWP Conference

NASA's Office of Equal Opportunity Programs recently conducted a work conference agency-wide for its Federal Women's Program Coordinators as part of its 1975 International Women's Year activity. The three-day conference focused on how to develop an affirmative action plan; discussions of current personnel policies and procedures; overviews of upward mobility programs and other training within NASA; how to use and present FWP statistics; and, proposed recommendations for future implementation of the FWP at NASA.

Dr. James C. Fletcher, NASA Administrator, made an appearance at the work conference in which he informally talked with the participants and related his endorsement of the FWP. Mr. Elmer S. Groo, Assistant Deputy Administrator for Center Operations also attended the meeting. The keynote speaker was Mr. Willis H. Shapley, Associate Deputy Administrator.

Attorney Peggy S. Griffiths, a member of the Civil Service Commission's Appeals Review Board, was the guest speaker at an informal dinner meeting during the conference. She spoke on topics of concern to women, and shared ter views on how FWP Coordinators can improve the position of women in the work force and alleviate some of the problems encountered by women on the job.

Dr. Harriett G. Jenkins, Assistant Administrator for Equal Opportunity Programs at NASA, presented an overview of NASA's EEO goals and objectives which provided the base for a panel discussion featuring the role of the Office of Equal Opportunity Programs Staff and the Federal Women's Program Coordinator.

At the conclusion of the three-day conference the coordinators developed a list of recommendations for future implementation. These recommendations are presently on the priority list of the EO Council for approval and acceptance.

Dr. James C. Fletcher, NASA Administrator, talks with NASA's Federal Women's Program Coordinators at the FWP Work Conference.

For more information concerning the work conference, contact Oceola Hall, NASA Agency-Wide FWP Coordinator, Room B168, 600 Independence Ave., SW, Wash., D.C. 20546, telephone 202-755-2247.

Employment Figures contd

analyses of current changes in total and minority employment figures. The report will be available from the Government Printing Office.

Minority employment increased in white-collar jobs under the General Schedule (GS) and similar pay plans as did total employment. Minorities held 230,126 jobs or 17.0 percent of all full-time positions under the General Schedule and similar pay plans in May 1974, an increase of 12,780 jobs over 217,346 or 16.3 percent in May 1973. The minority increase represented over half (53.5 percent) of the total increase of 23,870 in General Schedule employment (up from 1,330,581 in May 1973 to 1,354,451 in May 1974).

The 1974 work force figures are produced from the Civil Service Commission's new computerized Central Personnel Data File (CPDF) system. The transition to CPDF has provided a greater capability for gathering and retrieving a wide variety of data on the Federal work force.

EEO Institute Courses

September	
EEO: Affirmative Action Plans	*30–Oct. 3*
EEO Counseling	*3–5*
Investigation of Complaints of Discrimination	*15–26*
Manager's Role in EEO	*23–25*
Supervisor's Role in EEO	*9–11*
October	
Advanced EEO Counseling	*7–9*
Spanish-Speaking Program	*28–30*
EEO Counseling	*14–16*
EEO and the Federal Employee	*10*
Federal Women's Program Coordinator	*1–3*
Upward Mobility; Training Design	*21–23*
Instructor's Institute: EEO Counseling	*28–30*
Managing EEO Programs	Late October

(These courses are offered in the Washington, D.C. area; for further information, contact the EEO Training Institute, Bureau of Training, U.S. Civil Service Commission, Washington, D.C. 20415. Many of the same courses are offered at the Commission's 10 regional training centers; for information on these field offerings, contact the nearest USCSC regional office.)

Nuclear Regulatory Commission DARE's

Good program planning and administration as well as a committed task force have contributed to the success of a pilot upward mobility program called DARE (Development and Advancement for Regulatory Employees) at the Nuclear Regulatory Commission (NRC).

The detailed program planning by the coordinator and the task force resulted in management's taking a second look at its needs. Management saw the DARE program as a ready source of skills and a means to meet recurring human resource needs. The careful administration and implementation of the program ensured the success of the pilot from the viewpoint of managers and supervisors, thus providing support from them for an expanded year of operation.

The DARE program is designed to provide opportunities for employees to qualify for more responsible and rewarding positions; make full use of available skills of lower graded employees; provide advancement opportunities for employees currently in dead-ended positions; and, to utilize employee skills and training to develop those in-house resources necessary to respond to changing program needs. The DARE program is implemented by a policy committee consisting of a representative from EEO, a representative from personnel, and the program coordinator. The program receives guidance from a seven-member Upward Mobility Task Force appointed by the program coordinator.

This year the task force personnel range in grade from GS-5 to GS-16. In its initial stages this group assisted the coordinator in securing top level commitment and also in persuading line management and supervisors to submit job descriptions for target jobs. The first year, positions in five different series of jobs were made available with possible advancement to GS-12/13 target positions. The five series are: Reports Analyst, Accountant, Records Analyst, Computer Analyst, and Editorial Assistant.

The program is open to employees who have worked with the NRC for one year, who now hold a permanent appointment in a nonprofessional position, GS-2 through GS-7, or Wage Grade equivalent, and who are able to demonstrate a potential to perform successfully in the immediate target position. Applicants are selected under merit selection procedures and normally enter the program laterally at a grade no higher than GS-7. The selection procedure includes a preliminary review of a DARE Program Application which consists of special supervisory evaluations, a self-evaluation, a current Standard Form 171, and a structured interview by a three-member interview team. The task force makes an overall evaluation and selects the finalists to be referred to each supervisor of a DARE position. The supervisors have the option to contact any other finalists that they would like to consider. Additionally, a finalist may contact the DARE Coordinator to express an interest in an interview for a target position other than the ones for which he or she has been referred.

Upon selection for participation in the program, the trainee, the supervisor, and the coordinator tailor a specific individual training plan. This plan lists the objectives and describes in detail on-the-job training intended to improve the participant's current skills and those required in the target position. The training plan includes, if needed, provision for academic work or other training necessary to qualify for the designated target occupation or field of work.

Participants' progress is evaluated by their immediate supervisors quarterly the first year and semiannually the next year. The length of the training period varies depending upon target job requirements. The evaluations are submitted to the program coordinator to facilitate counseling and other follow-up actions which may be indicated.

A counselor is selected for each participant. Members of the task force and the coordinator do not serve as counselors. Counseling is provided the applicants prior to entering the program and at appropriate intervals after entering the program.

Five DARE participants: front row, l to r, Jean Robinette and Claudia Lynd. Back row l to r, Brenda Scott, L. Danielle Mondics, and Jerry Jenkins.

Promotions are based on demonstrated capability to perform the duties of the next higher grade. Normally, after one year in the program, participants may be considered for promotion provided job performance is satisfactory and requirements of the training plan are met.

The task force and the coordinator prepared a standard training plan for the program which encompassed NRC's commitment to provide the training necessary within legal and financial restrictions; made such a plan contingent upon the employees' reciprocal commitment; and, protected both the agency and the employee to the extent possible in unusual or unanticipated organizational or management developments.

Five target positions were identified and five participants selected the pilot year of the program. This year nine target positions have been identified. Managers competed for program participants by submitting training plans and position descriptions to the task force and the coordinator for review.

An evaluation of the total program effort is about to begin now that the first year is nearly over. The coordinator will survey by way of a questionnaire all applicants, participants, and members of the task force. The results of the survey will be analyzed and will become the base for the total evaluation.

A manpower planning effort is made by managers and line supervisors as they forsee their future needs in order to determine training plans and job descriptions for submission as target jobs for the program.

(Continued on page 4)

Spanish-Speaking Women

Recognizing that Spanish-speaking women have unique employment problems, the Federal Women's Program and the Spanish Speaking Program offices established a study group of agency-level coordinators from the two programs to examine the problems and concerns of the Spanish-speaking woman. The group met bi-weekly at the Civil Service Commission for several months to discuss ways of utilizing more fully the untapped resource of Spanish-speaking women found both in Government and in the community. The ideas collected from the bi-weekly meetings, as well as more complete statistical information on the Spanish-speaking woman, will be incorporated into a handbook which the two program offices will distribute to all program coordinators within the next several weeks.

Agency personnel and other interested individuals will be able to obtain the handbook in published form from the Government Printing Office at a later date. **Spotlight** will keep you posted in this regard.

For further information on activities of the study group or to offer suggestions on the handbook, contact Dorthy Talavera, Spanish Speaking Program or Jeanette Louden, Federal Women's Program, Rm. 7536, Civil Service Commission, 1900 E St., NW, Washington, D.C. 20415, telephone 202-632-6800 SSP or 202-632-7083 FWP.

FEW Meets for Year of Challenge

Some 1,000 persons attended the Federally Employed Women's Sixth Annual Conference recently held at the Shoreham Americana Hotel in Washington, D.C. The theme of the conference was "Women and the Year of Challenge." The meeting attracted women and men from the 85 FEW chapters throughout the United States.

Challenges were outlined by a panel which included GSA attorney Allie L. Weeden (first FEW President), Helene S. Markoff, Director of Federal Women's Program, U.S. Civil Service Commission, and Jacqueline Gutwillig, Chairperson of the Citizens Advisory Council on the Status of Women. Dr. Estelle Ramey, professor at Georgetown University Medical School, viewed the major challenge to be society's need to structure child care and home maintenance so that women can be free to utilize the educational and employment opportunities which are becoming available to them.

Workshops covered topics intended to sharpen professional skills and to enhance personal growth. Noted feminist attorney Florynce Kennedy addressed a banquet at which the FEW Distinguished Service Award was given to TV actor Alan Alda (M*A*S*H) for his activities on behalf of the Equal Rights Amendment. Janice Mendenhall, Deputy Director, Equal Employment Opportunity Division, General Services Administration, was elected to a second term as President of FEW.

DARE contd

Overall, the DARE program has all the attributes of a quality upward mobility effort and there have been few problems. Though the number of participants is small, in less than one year the size of the program has nearly doubled. Commitment is present across the board. Acceptance of the upward mobility concept continues to grow and become a reality.

Other Federal headquarters offices and field installations may find that the DARE program concept may be easily adapted to meet some of their needs in upward mobility training as well as sound human resource development.

For further information on the DARE Program, contact Carol Pollekoff, Program Coordinator, U.S. Nuclear Regulatory Commission, Division of Organization and Personnel, Washington, D.C. 20555, telephone 301-492-7417.

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